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Copy 9 of 10

MEMORANDUM FOR: Project Contracting Officer

14 March 1956

THROUGH : Deputy Project Director

SUBJECT : Follow-Up of 1 March Suppliers' Meeting

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REFERENCE : TS-143242 - Follow-Up List prepared by

1. I have read over the referenced document which seems to me an excellent and full summary of action items growing out of the last suppliers' meeting. I have also reviewed my own notes of that meeting on the basis of which I have listed below a few additional items of standing business in the general area of development which will require follow-up. I am impressed, as you must be, by the very sizeable number of specific actions which will have to be taken expeditiously by our suppliers and by others if we are to meet our schedule. The purpose of this memorandum is to request that you take certain immediate steps to ensure (a) that the necessary actions (or appropriate substitute actions) are taken and (b) that the action taken or the failure to take action is reported to the Deputy Project Director and to me with respect to all of these items so that we may know whether proper progress is being made.

2. Additional Items: The following are items which I believe should be added to the list contained in the referenced memorandum:

a. Make written request to Eastman to procure, mix, and furnish chemicals for the processing of 70mm film, this to continue throughout the project. Action: []

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b. Furnish proposal for the manufacture of equipment for moon-light photography, the proposal to estimate capability and delivery date as well as cost. Action: Roderick M. Scott

c. Review outline proposal already submitted by Hycon for infrared reconnaissance equipment. Action: Colonel J.A. Gibbs 78

d. Modify governor which determines cycling speed in A-1 and A-2 configurations to permit choice of three different cycling speeds and percentages of overlap by way of preflight adjustment. Action: R.M. Scott and []

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25X1 e. Ensure proper recording of camera operation data on
25X1 electronic tape in System #1 recorder. Action: Rame-Wouldridge [redacted]

(With respect to the last item, I find a note that when this was discussed in the suppliers' meeting, responsibility was assigned to Rame-Wouldridge. This is consistent with the decision reached on 14 March that Rame-Wouldridge would be asked to assume responsibility for ensuring the compatibility of different electronic systems.)

25X1 3. Confirmation of Responsibility: It seems to me essential that all individuals and organizations who are presumed to be responsible for action items in the referenced list (as amended by my additions) receive written confirmation of their responsibility. Otherwise I foresee that a number of items will receive no attention because the individuals whom we believe to be responsible for them are not clearly aware of this fact. It would seem to me that this could best be accomplished by the circulation both within Project Headquarters and to the suppliers of copies of [redacted] memorandum amended to include the additional items in the preceding paragraph and any other modifications that now seem appropriate. In having copies of the memorandum made, I suggest that in all cases where several individuals are listed as having action responsibility, primary or initiating responsibility be placed clearly on one of them.

4. Follow-Up Procedure: Primary action responsibility for a number of items in the amended list will rest upon officers in this Headquarters. In the case of all items for which such primary responsibility rests elsewhere, an officer at Headquarters should be designated as having the responsibility for follow-up to ensure that action is taken on the item and to report its status. Such designation should be made with respect to items for which the primary responsibility rests either with one of the suppliers or with an officer at Watertown or with any other component of the USAF or CIA. In many cases this follow-up responsibility must remain in your own office. Where you believe it appropriate, however, you should request some other officer in this Headquarters to undertake this obligation.

79
5. Reporting: I wish to emphasize to you and to other officers in this Headquarters the importance of progress reporting and I would ask that you and they try to impress this same point upon our suppliers. There are far too many instances in which a task is clearly assigned to and accepted by one of the suppliers, and possibly even discharged satisfactorily by him, but in which we never find out what has been done, if anything. We certainly do not

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need or want lengthy reports on items like those in the list here under discussion. For instance, with respect to the first of the Eastman-Kodak responsibilities, all we need is a one line message to the effect that the 70mm processor either has been installed when promised or will be installed by such and such a date. It is no burden either to dispatch such a message by mail or teletype or to read it at this end. It is, however, profoundly exasperating to me to have a problem like this discussed at a suppliers' meeting, a solution decided upon and responsibility for action assigned and accepted, only to find two weeks after the action should have been completed that nothing has been done and that in consequence some aspect of the program is in bad trouble. I certainly do not mean to single out any one company by choosing this example because this sort of thing has happened altogether too often in the last few months. After you have completed the assignment of primary or follow-up responsibility for all of these items within this Headquarters (with the assent of the officers to whom such responsibilities are assigned) I expect to be advised (in the briefest possible form or orally) of the completion of action or status or of inaction on these items by the officers responsible.

RICHARD M. BISSELL, JR.
Project Director

RMB:djm

- 1-Addressee
- 2-RMB Chrono
- 3-Dep. Pro. Dir
- 4-Dir of Admin
- 5-Dir of Operations
- 6-Dir of Material
- 7-
- 8-Security
- 9-Project Chrono
- 10-Project Reading

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